

## *The Grants Associates Program*

The grants associates program, a new method of preparing scientists for careers in bioscience administration, has been in operation almost 2 years at the National Institutes of Health, Public Health Service. It provides 12 months of general and specialized training in the varied aspects of administration of Public Health Service research and training grants, centralized grants management, manpower support activities, and program analysis.

Dr. David Price, Deputy Surgeon General (then deputy director of the National Institutes of Health) officially initiated the program in December 1961, under the leadership of Dr. Richard Willey, then deputy chief, Division of Research Grants, National Institutes of Health. At that time a planning and organizing committee was appointed, composed of a number of senior science administrators at the National Institutes of Health and of representatives for Community Health and Environmental Health of the Bureau of State Services. An outgrowth of the committee is the Grants Associates Board, which is charged with overall responsibility for policy and for ruling on acceptability of candidates.

The grants associates program was organized to facilitate the recruitment and efficient use of scientist administrators in federally supported research. It has been noted that scientists frequently are reluctant to leave the laboratory and assume responsibilities for the administration of Federal programs of research support and manpower training. Moreover, the scientist who leaves his laboratory and teaching does not always find enough satisfaction in science administration to keep him from returning to his laboratory.

Partly responsible for this situation, perhaps, is that the need for scientific personnel in many grant programs is so great that the scientist frequently is started in his administrative duties without an adequate orientation to the

whole program. Frequently, also, the new scientist administrator finds he becomes merely a willing and eager "pair of hands." Although no precedent was available to aid the committee in planning the type of program contemplated, the policies the committee and later the board laid down for the grants associates program were aimed at avoiding some of these difficulties.

A director for the program was appointed in April 1962. The board decided that since the program was to be experimental a limited number of scientists, not more than 10 to 15, would be recruited. These were to be selected scientists who had demonstrated leadership potential and a high level of scientific training and competence.

To recruit such persons from the scientific community, primary emphasis was placed on oral presentations to the Public Health Service's advisory panels and to other advisory councils as they met in the spring of 1962. A printed brochure, developed by the board, was distributed to Public Health Service consultants. Announcements prepared by the Civil Service Commission's NIH Board of Examiners and by the NIH personnel officers were placed in several scientific journals. Within 1 year of the initial announcement, 10 grants associates were in training.

In accordance with the program planned by the committee, the initial group of science administrators in the program were exposed to a series of carefully supervised assignments in the various areas unique to Public Health Service support of research and research training. These assignments were roughly comparable to the rotating internship used in hospitals. However, the curriculum was tailored to each associate's background, needs, and interests.

The committee provided a preceptor, who was a member of the Grants Associates Board and carried primary responsibility for design-

ing his associate's training (in practice, with the associate, the director of the program, and with various other members of the board).

An early decision of the board was that no associate should be used as just another "pair of hands." It was decided also that each associate should carry out a series of assignments with increasing responsibilities as he became able to accept them. In most assignments the associates functioned as new professional staff but under close supervision. They were assigned individually to the several institutes and divisions of the National Institutes of Health and to several divisions of the Bureau of State Services.

In addition to on-the-job training, three series of seminars were conducted. Staff of American University and NIH developed and presented a series of 36 seminars on "Science and Public Policy." These gave the grants associates a background of essential facts on the Federal Government and the several agencies concerned with the support of science. This seminar program, directed by Dr. Charles Goodman, professor and associate dean of American University, included such authorities as: Richard Donahue, then special assistant to President John F. Kennedy; Dr. Delphis C. Goldberg, professional staff member, House Subcommittee on Intergovernmental Relations; William Carey, executive assistant director, Bureau of the Budget, and Dr. Don Price, dean, Graduate School of Public Administration, Harvard University; Dr. Henry W. Kumm, associate director, Rockefeller Foundation.

This program was followed by a seminar series on programs and policies of the Public Health Service. Among the speakers were: Dr. David Price, Deputy Surgeon General; Dr. James Shannon, director, and Dr. Stuart Sessoms, deputy director, National Institutes of Health, and the directors of various PHS institutes and divisions. This seminar series provided an overall look at the many activities of the Public Health Service and gave the grants associates insights into the interrelationships of the many PHS components.

Both seminars were carefully designed to complement each other and succeeded to a large degree in attaining this objective.

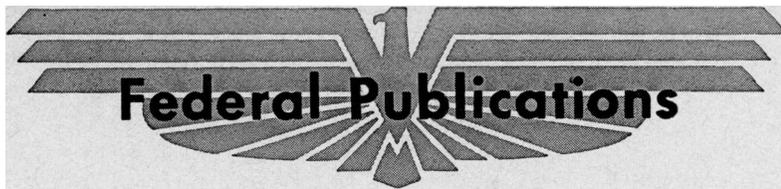
The third series comprised informal and

completely unstructured seminars. In this phase of the grants associates program, both staff and visitors were scheduled as available. Visitors from other Federal agencies and from medical and graduate schools, foreign scientists, and PHS staff all contributed their ideas and philosophies on the proper role of science and government.

An NIH grantee scientist from India described his problems in developing a population norm in his own country; a dean decried his lack of control over research grant funds in his own institution; a study section member gave his views on initial scientific review by his study section; a fiscal management expert described his concern about proper and prudent management of funds; a scientist administrator expressed his concept of the proper function of fiscal management specialists.

Only time will enable us to obtain a clear picture of the practical value of this training. The preceptor system is the cornerstone of the program. Through it, continuous guidance is given each associate, and a highly individualized curriculum is developed. Benefits accrue from the preceptors' long years of experience in science administration and from the warm personal relations that develop, as they frequently do in a graduate school setting. The program demonstrated that preceptors, because of their many years of experience in the Public Health Service, are extremely well qualified to acquaint the grants associates with the various aspects of the Service's extramural programs; it also showed that these preceptors could induce other supervisors to take an interest in the in-depth training of fellow scientist administrators.

From the standpoint of the associates, the training "has been invaluable." One associate pointed out that he had "gained more diversified in-depth experience in a year than some of my fellow staff members 4 years my senior in service." All the associates stated that the insights gained of the philosophy, management, and general administrative procedures used by their preceptors had been a high point of the program.—DR. DWIGHT C. MONNIER, *assistant chief, Career Development Review Branch, Division of Research Grants, National Institutes of Health, Public Health Service.*



**Second National Conference on Public Health Training. Report to the Surgeon General.** *PHS Publication No. 1087; 1963; 70 pages; 40 cents.* Report of a conference held in order to appraise the effectiveness of the traineeship programs, to consider modifications in the traineeship legislation, and to consider the most effective distribution of responsibilities between Federal and State governments in respect to the administration and support of public health training. The report contains the conferees' nine recommendations and their supporting statements. Includes 23 tables of selected data pertinent to the evaluation of the public health training programs.

**Digest of Prepaid Dental Care Plans, 1963.** *PHS Publication No. 585; revised 1964; by George E. Mitchell and Mary L. Siever; 176 pages.* Indicates the scope of prepaid dental plans in the United States as of June 1963. Shows increases in number of plans, number of beneficiaries, and scope of benefits offered. Describes the administrative mechanisms through which prepaid dental care is offered. Individual plans are described briefly, giving name of group, date plan was initiated, method of providing service, financing of plan, and benefits offered. Publication should be useful for labor and management officials, employee groups, welfare fund administrators, and public health officials.

**U.S. Statistics on Medical Economics: Present status and recommendations for additional data.** *PHS Publication No. 1125; January 1964; 118 pages; 75 cents.* Reviews presently available statistics relating to the economics of health and medical care. Recommends improvements where needed and the development of additional data for

the formulation of national policy on health and medical care issues and for examining the broad relationship between investment in health and economic growth. The publication is designed to serve as a basis for further exploration of data needs among national organizations and Federal agencies and to stimulate the initiation of some of the data series and special studies recommended.

**Medical Care in Transition.** *PHS Publication No. 1128, vols. I and II; 816 pages; vol. I, \$2.50, vol. II, \$2.25.* Collection of approximately 100 articles from the *American Journal of Public Health* with various aspects and studies of medical care. A number of policy statements of the American Public Health Association have also been included. Publication provides a 14-year record of developments in medical care, bringing together in readily accessible form much of the significant descriptive and research literature in the growing medical care field.

**Silicosis in the Metal Mining Industry. A reevaluation, 1958-61.** *PHS Publication No. 1076; 250 pages; \$1.25.* Reports the findings of 3-year environmental and clinical studies to determine the nature and scope of the silicosis problem in the metal mining industry. Clinical studies of 14,959 miners involved primarily interpretation of chest roentgenograms and simple pulmonary function tests. In the environmental study, emphasis was placed on evaluation of airborne dust in mine working areas. Almost 15,000 impinger dust samples were collected in 67 mines. Observations were also made of pertinent factors such as dust control methods, ventilation, methods of working, and air quality. Includes a retrospective study of a long-term silicosis control program and a discussion

of the use of the International Radiological Classification of the Pneumoconioses in the study of silicosis.

**Health Statistics From the U.S. National Health Survey.** National Center for Health Statistics.

**THE CHANGE IN MORTALITY TREND IN THE UNITED STATES.** *PHS Publication No. 1000, Series 3, No. 1. March 1964; 43 pages; 35 cents.*

**CURRENT ESTIMATES FROM THE HEALTH INTERVIEW SURVEY, United States, July 1962-June 1963.** *PHS Publication No. 1000, Series 10, No. 5; January 1964; 40 pages; 35 cents.*

**IMPAIRMENTS DUE TO INJURY BY CLASS AND TYPE OF ACCIDENT, United States, July 1959-June 1961.** *PHS Publication No. 1000, Series 10, No. 6; January 1964; 35 pages; 25 cents.*

**DISABILITY AMONG PERSONS IN THE LABOR FORCE BY EMPLOYMENT STATUS, United States, July 1961-June 1962.** *PHS Publication No. 1000, Series 10, No. 7; March 1964; 54 pages; 40 cents.*

**Grants for Short-Term Public Health Training.** *PHS Publication No. 1096; leaflet; 5 cents.* Designed for use with exhibits. Outlines the purposes of the short-term training grants programs and tells who may apply and when. Gives the basic short-term training course requirements, trainee eligibility, and the benefits of the program.

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This section carries announcements of new publications prepared by the Public Health Service and of selected publications prepared with Federal support.

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